

I CLAIM:

1. A method of controlling a process having activities to achieve desired goals, the method comprising the steps of:

mapping the activities based on their time scheduling relative to each other;

determining at least one scheduling driver of the activities;

measuring the metrics of the at least one scheduling driver;

5 determining at least one operations driver of the activities;

measuring the metrics of the at least one operations driver;

evaluating driver metrics accounting for the relative effects of the at least one scheduling driver and the at least one operations driver on the process;

controlling the process by controlling the drivers, based the evaluation of the driver metrics, such that the desired goals of the process are achieved.

2. The method of claim 1, wherein the scheduling driver is derived by determining what attributes, namely what activities, resources, input entities, output entities or controls, most significantly affect the scheduling of activities within a process.

15 3. The method of claim 1, wherein driver metrics are measured by measuring the metrics of the attributes of the driver which are considered to be the selection criteria of the driver.

20 4. The method of claim 1, wherein the operations driver is derived by determining

what attributes, namely what activities, resources, input entities, output entities or controls, most significantly affect the operation metrics of the process.

5. The method of claim 1, wherein evaluating driver metrics further comprises  
evaluating the driver metrics measured directly as well as evaluating the driver metrics as they  
relate to the metrics of the overall process.

6. The method of claim 1, wherein controlling the process is done by controlling  
drivers which directly affect the overall process.

7. A method of controlling a process of an organization having activities to achieve  
desired goals, the method comprising the steps of:

selecting a process flow which most closely resembles the process from the group  
consisting of, research, research and development, development, project and operations and  
maintenance;

determining at least one scheduling driver of the activities by determining what entity or  
entities affect the metrics of the scheduling of the activities by 50% or more;

measuring the metrics of the at least one scheduling driver;

determining at least one operations driver of the activities by determining what resource or  
resources affect the metrics of the operation of the activities by 50% or more;

measuring the metrics of the at least one operations driver;

evaluating driver metrics accounting for the relative effects of the at least one scheduling driver and the at least one operations driver on the process;

controlling the process by controlling the drivers, based the evaluation of the driver metrics, such that the desired goals of the process are achieved.

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8. The method of claim 7, wherein driver metrics are measured by measuring the metrics of the attributes of the driver which are considered to be the selection criteria of the driver.

9. The method of claim 7, wherein evaluating driver metrics further comprises evaluating the driver metrics measured directly as well as evaluating the driver metrics as they relate to the metrics of the overall process.

10. The method of claim 7, wherein controlling the process is done be controlling drivers which directly affect the overall process.

11. The method of claim 7, wherein the process is the dominant process of the organization.

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12. The method of claim 7, wherein the method further comprises evaluating the

correlation of the scheduling driver and the operations driver of a process to past performance to determine if different attributes of the scheduling driver or the operations drivers should be measured.

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13. A continuous and automatic data collection means for continuously evaluating a project over a period of time from  $T_1$  to  $T_{\text{FINISH}}$ ,

the project is comprised of individual activities or jobs  $J_N$ , where  $N = 1$  to  $\infty$ ,

data collected is comprised of individual data sets  $DS_N$ , where  $N = 1$  to  $\infty$ ,

the period of time is comprised of individual units of time  $T_N$ , where  $N = 1$  to  $\infty$ ,

said data collection means comprising:

a means for sending a signal  $S_1$  for collection  $DS_1$  on  $J_1$  at  $T_1$ ;

a means for collecting  $DS_1$  on  $J_1$  at  $T_1$  by data entry to a central computer system;

a means for storing  $DS_1$  or  $J_1$  at  $T_1$  in the central computer system;

a means for sending a signal  $S_2$  for collecting  $DS_2$  on  $J_1$  at  $T_2$ ;

a means for collecting  $DS_2$  on  $J_1$  at  $T_2$  by data entry to the central computer system;

a means for storing  $DS_2$  on  $J_1$  at  $T_2$  in the central computer system;

a means for repeating the above steps for all  $J_N$  from  $T_1$  to  $T_{\text{FINISH}}$  for project; and

a means for evaluating the project quantitatively with all  $DS_N$  for all  $J_N$  at periodic intervals

of time.

14. A continuous and automatic data collection method for continuously evaluating a project over a period of time from  $T_1$  to  $T_{\text{FINISH}}$ ,

the project is comprised of individual activities jobs  $J_N$ , where  $N = 1$  to  $\infty$ ,  
data collected is comprised of individual data sets  $DS_N$ , where  $N = 1$  to  $\infty$ ,  
the period of time is comprised of individual units of time  $T_N$ , where  $N = 1$  to  $\infty$ ,  
said data collection method comprising the steps of:  
sending a signal  $S_1$  for collection  $DS_1$  on  $J_1$  at  $T_1$ ;  
collecting  $DS_1$  on  $J_1$  at  $T_1$  by data entry to a central computer system;  
storing  $DS_1$  or  $J_1$  at  $T_1$  in the central computer system;  
sending a signal  $S_2$  for collecting  $DS_2$  on  $J_1$  at  $T_2$ ;  
collecting  $DS_2$  on  $J_1$  at  $T_2$  by data entry to the central computer system;  
storing  $DS_2$  on  $J_1$  at  $T_2$  in the central computer system;  
repeating the above steps for all  $J_N$  from  $T_1$  to  $FINISH$  for project; and  
evaluating the project quantitatively with all  $DS_N$  for all  $J_N$  at periodic intervals of time.

15. The method according to claim 13, wherein evaluating the project quantitatively further comprises:  
determining at least one scheduling driver of the activities;  
determining at least one operations driver of the activities;  
evaluating driver metrics accounting for the relative effects of the at least one scheduling driver and the at least one operations driver on the process;  
controlling the process by controlling the drivers, based the evaluation of the driver metrics, such that the desired goals of the process are achieved.

16. The method of claim 14, wherein the scheduling driver is derived by determining what attributes, namely what activities, resources, input entities, output entities or controls, most significantly affect the scheduling of activities within a process.

17. The method of claim 14, wherein driver metrics are measured by measuring the metrics of the attributes of the driver which are considered to be the selection criteria of the driver.

18. The method of claim 14, wherein the operations driver is derived by determining what attributes, namely what activities, resources, input entities, output entities or controls, most significantly affect the operation metrics of the process.

19. The method of claim 14, wherein evaluating driver metrics further comprises evaluating the driver metrics measured directly as well as evaluating the driver metrics as they relate to the metrics of the overall process.

20. The method of claim 14, wherein controlling the process is done by controlling drivers which directly affect the overall process.